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directive issued by the Transport Administra-

tion of the SMA to the Transport Division of the German Economic Commission.

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In the provision of the required supplies for the traffic, the mobilisation of internal reserves plays an important part. The proper economic adjustment for the utilisation of the internal reserves and the economising of materials enables the traffic to a large extent to cover its requirements from these sources. Experience has shown that, as a result of the efforts for the mobilisation of internal reserves in the traffic, considerable reserves of materials, and particularly metals, were brought to light in the second half of 1948, which enabled the imposed tasks of maintenance of the rolling stock and execution of the transport plans to be successfully fulfilled. The efforts, however, were obviously inadequate. In spite of repeated instructions you have not devoted the necessary attention to the question of the mobilisation of internal reserves and have not instigated the current daily and systematic work.

In the traffic there are still considerable amounts of materials and articles of equipment which the traffic has no need, and which could be ceded to other branches of industry in exchange for necessary materials. The Material Procurement Department, however, does not apply itself sufficiently to clearing up these remnants of superfluous materials.

There are considerable quantities of materials in the form of scrap and waste in unserviceable rolling stock, which are not sufficiently utilised. It has not been made a duty to struggle for economy in materials in short

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supply. The work for creating a self-supply basis for making spare parts, small ironmongery, materials etc., is proceeding at an unsatisfactory speed.

For the organisation of a systematic plan of work for the mobilisation of internal reserves, I propose that you should carry out the following measures in 1949.

#### A. In the Railway Traffic

1. By agreement with the Transport Administration of the SMA the rails of siding lines to former military and service installations, and also of little used lines and stations, are to be taken up and used for the repair of the main line tracks.
2. 50 km of heavy type on little used lines are to be exchanged for lighter types, and the rails taken up to be used for the restoration of the second tracks of the main lines.
3. At stations and warehouses parts of rails, parts of points, unions and other permanent way materials are to be collected for welding and machining in the workshops. The capacity of the rail welding plants and point works at Berlin, Gotha and other places is to be expanded.
4. The sleepers from the dismantled lines are to be collected, and a plant for repairing sleepers is to be set up.
5. The bridge girders and T girders of erections on the dismantled lines are to be utilised.
6. To reduce the consumption of cement, in brickwork and buildings not supporting weight, cement is to be replaced by lime, also concrete for building foundations is to be replaced by stone and brickwork.
7. The making of construction nails from old wire and of rivets from old bolts is to be organised.
8. The safety and signal equipment and cables are to be collected on the lines and stations and to be used for

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restorations.

9. The fitting up of central workshops for making signals is to be completed.
10. 70 condemned locomotives are to be dismantled and their parts and materials used for locomotive repairs.
11. From 1.7. of this year new consumption standards for basic materials are to be introduced.
12. The additional manufacture of small ironmongery and tools is to be organised at a central point, making use of working waste and worn out parts.
13. By the introduction of new fuel consumption standards for the unit, improved heat conservation and utilisation of the locomotives at least 5% of fuel per unit is to be saved.
14. For fuel economy and the utilisation of low quality coal, 40 locomotives are to be converted in 1949 for firing with coal dust.
15. For the study of the possibility of economising cylinder oil, the making of oil emulsion is to be organised in two of the most important <sup>Reichsbetriebe</sup> ~~BVs~~ of the Zone in order in 1950 to introduce lubrication by oil emulsion on the largest scale.
16. Within 2 months the possibility of replacing alloys with parts of black (rough) materials is to be cleared up and a replacement order worked out.
17. The output of the foundries in the <sup>R. ...</sup> ~~RAWs~~ is to be checked, and increased by better organisation of the work.
18. The machine tool equipment not in use and in unusable condition is to be collected, repaired and done up at a central point for subsequent use in the traffic works.
19. For the reduction of timber consumption, the construction of timber drying plants is to be completed by 1.8.49 in the RAWs at Potsdam, Magdeburg, Schönewalde, Eberswalde, Chemnitz, Zwickau and Cottbus. The timber drying plants at Gotha, Jena, Dresden and Littenberge are to be put in order.
20. 1,200 goods waggons 50 passenger carriages and 10 S-wag-

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8-waggon, which have already been condemned, are to be dismantled, the metals and spare parts being used for waggon repairs.

21. The capacity of the plant for making small ironmongery at Brandenburg West is to be increased.

22. The rolling mill in the RAW at Dresden is to be re-arranged for small and medium rolled goods.

23. The instructions for the condemnation of waggons are to be re-drafted with a view to lengthening the time of working service.

24. For the security of the spare parts which can be used for repairs after the dismantling of the condemned waggons special crews are to be allocated for the dismantling of condemned locomotives and waggons in the RAWs and B.s. It is strictly forbidden to give dismantling contracts to firms or organisations not connected with the railways.

25. With a view to saving materials the present rules for the permissible wear of locomotive and waggon tyres between two turnings and for the still permissible tyre thickness are to be revised.

26. The organisation of the work of the processing workshops for the utilisation of working waste and the making of spare parts and small ironmongery is to be revised.

A planning order for the processing workshops is to be set up.

27. In the most important RAWs for locomotives and waggons the necessary equipment for making small ironmongery for the whole Zone is to be concentrated, so as not to disperse this work in the small shops. As a result of the execution of these measures the following extra articles are to be made available by the utilisation of the internal reserves:

1. Rails

23,000<sup>tons</sup>

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2.	Rail couplings	...	...	...	<sup>tons</sup> 50,000
3.	Sleepers	...	900,000	pieces	
4.	Hook nails	...	...	...	10
5.	Points	...	...	1,300 sets	
6.	Assorted iron	...	...	...	20
7.	Lead	...	...	...	7
8.	Rivets for steel bridges	...	...	...	17
9.	Telephone cable	...	150	km	
10.	Telephone wire	...	...	...	10
11.	Spares from dismantling of locomotives:				
	a) for running gear	...	...	...	350
	b) others	...	...	...	1,200
12.	Small ironmongery and tools for locomotive repairs	...	...	...	500
13.	Fuel from economy measures	...	120,000		
14.	Electrodes	...	...	50 - 60	
15.	Bolts and nuts for waggon repairs	...	...	...	300
16.	Nails for waggons	...	...	...	20
17.	Iron girders	...	...	...	520

**B. For shipping**

1. During June, 1949, the stocks of materials in short supply in the central shipping store, the administration and the contractors' stores are to be checked with a view to proper distribution to the consumers in the shipping line.

2. In June the results of the technical examination of the sunken fleet in the internal waterways of the Zone are to be checked for the purpose of breaking up the ships which are not suitable for repairing, and using them as material.

3. For the economising of thin plates the GD (?) shipping is to be ordered to design a new kind of wooden boat for work on regular routes and for the transport fleet.  
Time for completion: June, 1949.

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4. During July and August all suitable electric welding work for repair and restoration of ships is to be converted to electrodes home-made from working waste.

5. During June an instruction is to be drafted for the working of ships' boilers and engines for the purpose of saving coal and lubricants, and for the storage of fuel in the bunker plants.

As a result of the execution of the above measures in the shipping of the zone the following savings are to be made by the utilisation of internal reserves:

				<u>tons</u>
1. Thin plates	...	...		15
2. Protected electrodes	...			8.5
3. Coal	...	...	...	200
4. Briquettes	...	...	...	1,000
5. Diesel fuel	...	...	...	95
6. Lubricants	...	...	...	32
7. Various metals from the breaking up of ships	...	...	...	105

#### 9. For Motor Transport

1. The running time of motor vehicles tyres is to be improved by increasing the number and quality of repairs and the use of solid tyres for slow running vehicles.

2. The consumption of bearing metals in the repair of vehicles is to be reduced by technical improvements in casting and the introduction of thin walled bearing shells.

3. The consumption of rolled alloyed metal is to be reduced by the utilisation of old material (from the dismantling of condemned vehicles) and by the replacement of alloyed metal by black (rough) and other materials.

4. The dismantling of condemned motor vehicles is to be organised, and material and spares for repairs are to be collected.

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5. The provision of steel for the steel construction of bridges is to be organised by the raising of destroyed bridges and by the utilisation of bridges which cannot be rebuilt.

6. Bitumen for the repair of road surfaces is to be obtained by the utilisation of the bituminous surfaces of airfields and by organisation of the manufacture of tar from the by-products of the lignite industry.

As a result of the execution of these measures for motor traffic, roads and bridges, the following is to be obtained from internal reserves:

				<u>tons</u>
1. Bearing metal	...	...	...	42
2. Articles of alloyed metal	...			27
3. Section steel	...	...	...	400
4. Motor vehicle spare parts	...			9,800
5. Bridge steel	...	...	...	3,000
6. Bitumen	...	...	...	16,000

#### D. General matters

1. By the 15.6.49 a list is to be made of slow moving materials and spare parts, separately for the various kinds of traffic.

2. For all slow moving materials and spare parts proposals are to be made to the Administration of External Trade and to the Administration of Internal Reserves regarding their procurement from other countries or from the Western Zones and regarding the re-distribution of the largest possible part of the materials within the Zone to other branches of industry.

3. An inventory of the materials is to be made by the 1.11.49.

4. By the 1.7.49 a proposal is to be prepared for the conversion of the RBDs and waterways managements to fixed standards according to value for stocks of materials and spare parts. On the basis of these measures it is

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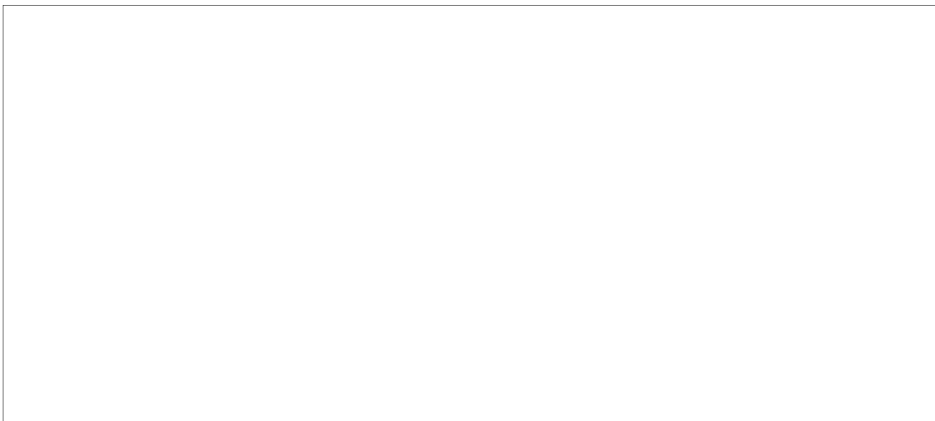


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suggested that you should work out concrete details (tasks) for the RBDs, waterways managements and other offices. Arrange for a monthly reporting on the execution of these tasks so that we have these reports at the latest on the 7th of the following month. In connexion with this letter have a discussion with the chiefs of the GDs of the RBDs and waterways managements and with the chiefs of departments dealing with these tasks. Decide on the persons in the GDs who are personally responsible for the work for the mobilisation of internal reserves. Let me have by the 15.6. of this year the concrete proposals and tasks for these measures worked out by you.

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